

# PROJECT DELIVERY ACADEMY

**ADOT**

## ADOT Partnering Office



# What is Partnering?

Formal process of *collaborative teamwork* that allows groups *to achieve measurable results* through agreements *and productive working relationships*.

*Partnering is the way ADOT does business.*

# Where is Partnering in the Project Delivery Process?

- The project ready to be built
- ADOT C&S advertises the project
- Contract awarded by the State Transportation Board
- Partnering Facilitator assigned and schedules pre-partnering conference call
- Partnering Facilitator leads partnering workshop
- Partnering Facilitator checks in with project team regularly

# What is a Facilitator?

A person or thing that makes an action or process easy or easier.

## Role of the Partnering Facilitator

- Plan, guide and manage a group event
- Ensure group's objectives are effectively met
- Promote participation, consensus and gain buy-in

# Types of Partnerships

## Construction Partnerships

- ADOT, Contractor, Subs and Stakeholders
- Partnerships vary in duration based on project length
- Long lasting relationships between personnel



# Other Types of Partnerships

## Public Partnerships

- ADOT and other local, state or federal agency
- ADOT and Arizona Indian Tribes

## Internal partnerships

- Facilitate one or multiple meetings
- Work through PDCA activities

# Who participates in a Partnering Workshop?

## **ADOT:**

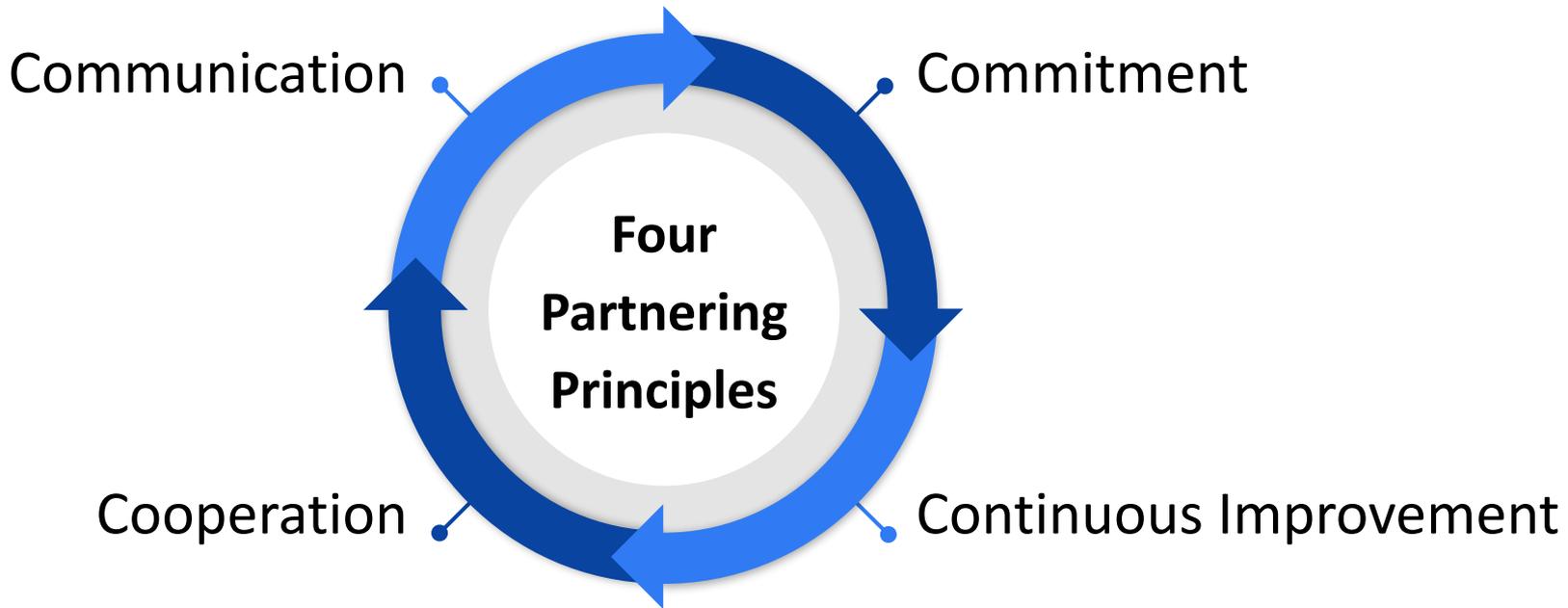
- Resident Engineer
- Project Supervisor (TES)
- Office Administrator
- Community Relations/PIO
- Materials/Lab personnel
- Road Maintenance Supervisor
- Environmental Planning Group
- Designers, Project Manager
- Landscape Architect
- BECO, Utilities, Railroad, ROW

## **Contractor and Stakeholders:**

- Project Manager
- Superintendent
- Subcontractors
- City/County Representatives
- Utility Companies
- Designers
- Tribal Representatives
- Federal Agency
- Railroad Representatives
- National Forest Representatives

# Elements of Partnering

- Mission/Purpose
- Shared Goals
- Teamwork
- Open Communication
- Issue Identification
- Joint Problem Solving
- Team Evaluation Tool
- Lessons Learned
- Celebrate Success



# Issue Escalation Ladder

(Chain of Command)

Level	ADOT	Contractor	Time
<b>Field Level</b>	Project Supervisor TES	Project Superintendent	Usually hours
<b>Resident Engineer Project Manager</b>	RE Sr. RE	Project Manager	Usually 1-2 days
<b>Management</b>	Asst. District Engineer District Engineer	Operations Manager Project Sponsor/VP	Per contract specs
<b>Sr. Management</b>	State Engineer	President of Operations CEO/Owner	Per contact specs

# Ten Step Issue Resolution Process

- 1) Identify And Clarify The Issue
- 2) Gather The Facts
- 3) Who Needs To Be Involved?
- 4) Schedule A Meeting
- 5) Communicate The Issue & Ask Others For Input
- 6) Brainstorm Resolutions And Prioritize
- 7) Decide On Resolution
- 8) Record Agreements And Action Items
- 9) Use Issue Escalation Ladder
- 10) Bring Final Decision Back To All Involved

# Issues and Action Plans

## (Facilitated Structured Discussions)

Issue	Action Plan
<ul style="list-style-type: none"><li>● Project team identifies an issue or challenge</li><li>● Gather facts and information regarding the issue</li><li>● Determine root cause of issue</li><li>● Consult with key team members for input</li><li>● Site visit as needed (GEMBA)</li><li>● Develop countermeasures</li><li>● Escalate if needed</li></ul>	<ul style="list-style-type: none"><li>● Clearly determine course of action to implement countermeasures</li><li>● Designate person who will oversee implementation and documentation of countermeasures</li><li>● Schedule a timeline for completion or follow up</li><li>● Document final results and communicate back to team</li><li>● Record lessons learned or innovations identified</li></ul>



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